

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Human Resources Committee

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Interim Chief Human Resources Officer

October 18, 2018



COOK COUNTY HEALTH
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CC+HS

Using Technology to Bridge the Gap between Human Resources and Employees



HR ServiceLink Portal

- Employee self-service
- Web-based
- Access to information
- Conduct Transactions
- Central online site



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Cloud-Based Technology to Transform Transactional HR to Strategic HR

HR
ServiceLink

Where do I
get
information
for FMLA?

How can I apply
for Tuition
Reimbursement?

May I speak to
someone about
EEO?

I lost my ID
badge.
Is this where I
get a
replacement
badge?

- Central Repository for all HR processes that is simple, confidential and available on line
- 24/7 Employee Access
- Increase Efficiency, Productivity & Service Levels
- Consistent, Standardized Messaging
- Simplified Transaction Processing
- Increase Analytics Reporting Capabilities
- Increase Flexibility and Customization Growth

How do I get
to the LMS?

How do I
change my
address?

I have an
vacation/sick
time is incorrect,
who do I speak
with?

How do I set
up Direct
Deposit?



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HR ServiceLink



HR ServiceLink Portal

HR ServiceLink

- ✓ Absence Management
- ✓ Verification of Employment
- ✓ CCT-Time & Attendance
- ✓ Online Case Management
- ✓ Employee Relations – EEO Team
- ✓ Employee Benefits
- ✓ Training
- ✓ Request an Exit Packet
- ✓ Frequently Asked Questions

Human Resources coupled with an emphasis on **technology** and **professionalism** is the quality structure of organization.....

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ServiceLink Rollout

HR
ServiceLink

Wave 1

HR Operations - 4th Quarter 2018

Wave 2

Pilot Cermak - 4th Quarter 2018

Wave 3

CCH - 1st Quarter 2019

Wave 4

Enhancements - 3rd Quarter 2019



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Absence Management

Feroze Khan

Leave Administration Manager



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What is Absence Management?

- CCHHS Leave Department ensures that employees are able to take protected time away from work.
- The Leave Department is a resource for:
 - Employees,
 - Managers and Leaders

CATEGORY	JOB PROTECTION	NO JOB PROTECTION
PAID	<ul style="list-style-type: none">▪ Bereavement Leave▪ Military Leave▪ Paid Holiday	<ul style="list-style-type: none">▪ Vacation▪ Sick▪ Disability
UNPAID	<ul style="list-style-type: none">▪ Family & Medical Leave Act (FMLA)▪ Americans with Disabilities Act (ADA)▪ Collective Bargaining Agreements (CBA)	<ul style="list-style-type: none">▪ Unexcused Absence▪ Unapproved Leave

Absence Management Compliance

Federal Laws

- The Family and Medical Leave Act (FMLA)
- Americans with Disabilities Act (ADA)
- Uniformed Services Employment and Reemployment Rights Act (USERRA)

State Laws

- Illinois laws for all Employers
- Illinois laws for Public Employers

CCHHS Policies

- Union Employees, in accordance with CBAs.
- Non-Union Employees, in accordance with Personnel Rules and other HR policies.



Assessment For Change

- Hired Leave Administration Manager – 1st Qtr. 2017

CHALLENGES	OPPORTUNITIES
Inefficient Processes	Streamlined Processes
Improper Leave Administration	Enhanced Compliance and Communication
Inconsistent application of Leave policies	Provided Training & Guidelines for Managers
Unreliable Data	Implemented leave mgmt. system which provides analytics and reporting
Attendance and Staffing Issues	Increased HR Responsiveness

FMLA/Leave Process Flow

HR
ServiceLink

Employee gives
Notice for
Leave

- Employee makes request
- Leave Department reviews request and provides paperwork

Employer
requests
information
from employee

- Employees fill out applicable forms

Employee
application
completed and
submitted

- Employee submits paperwork to Employee Health Services (EHS) and/or HR

CCHHS issues a
decision letter

- HR sends letter to employee and a copy to manager

Employee
responsibilities
while on leave
and return

- Employees must follow time and attendance policies
- After the end of a continuous leave, employees must be cleared by EHS/HR prior to their return.



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Reporting & Analytics

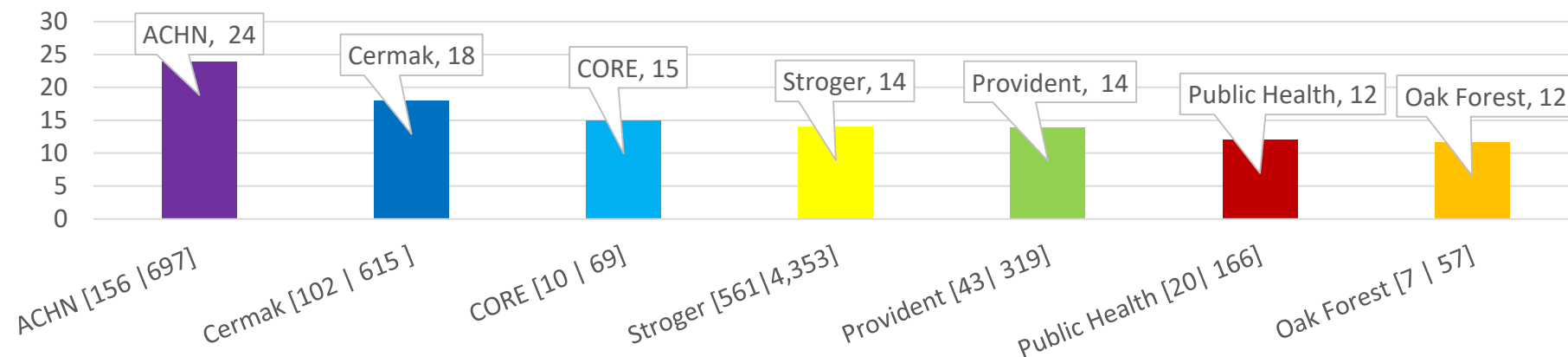
- 923 employees were approved for Leave in August 2018.
 - 636 employees used FMLA in August 2018
- Human Resources is requiring employees to formally request leaves.
- Timekeepers are coding employees who used FMLA more accurately and consistently.

Employees on Leave



Reporting & Analytics

Approved Leaves by Facility
per 100 Employees



Disproportionately higher number of leaves at ACHN, Cermak and CORE than CCHHS average

- Ambulatory Community Health Network - 697 Employees
 - 24 Cases per 100 employees
- Cermak - 615 Employees
 - 18 Cases per 100 employees
- Core - 69 Employees
 - 15 Cases per 100 employees

✓ Ways to improve data:

- Add payroll codes and make sure timekeepers use appropriate codes
- Make sure employees continue to request leave and reduce “informal” leaves
- Make sure all employees who are on unapproved leave are contacted and acted upon





What's Next:

- ☐ Add specific payroll codes to denote absence type
 - Example: Long Term Leave, Workers' Compensation
- ☐ Ensure timekeepers use appropriate codes for reporting.
- ☐ Continue to Train CCH on Leave Management.

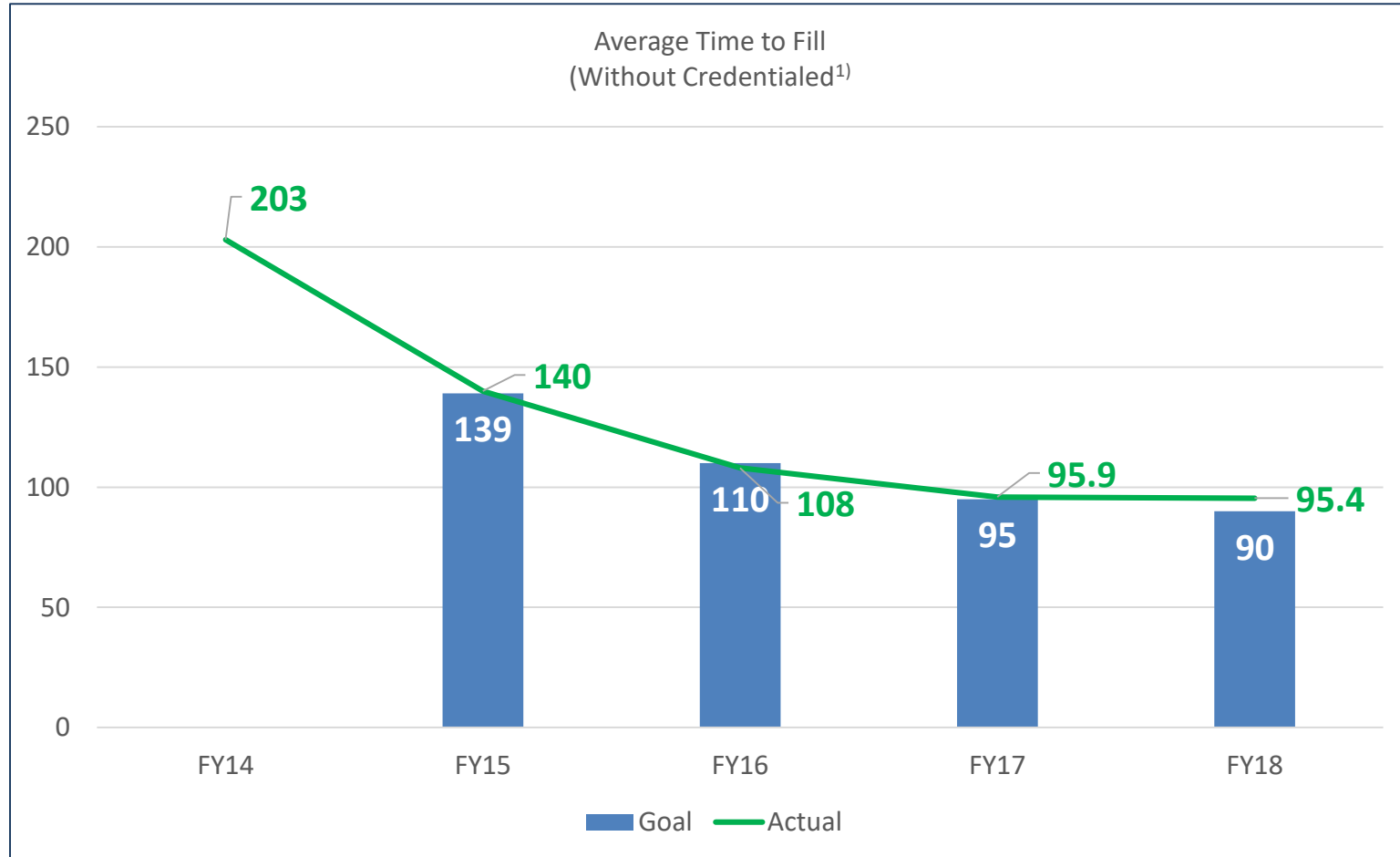


METRICS



Impact 2020 – CCHHS HR Strategies

Improve/Reduce Average Time to Hire



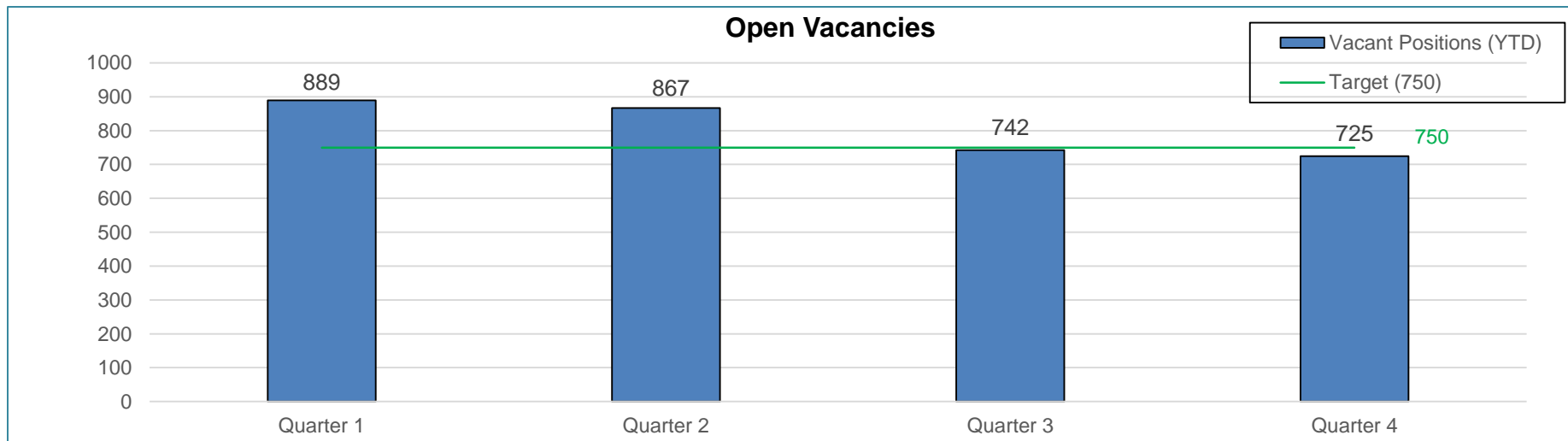
¹Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.



CCHHS HR Activity Report - Open Vacancies

Our goal is to maintain our total vacancies equal to or below 750.

Description	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	
Vacancy Number:	836	899	901	889	896	877	867	879	792	742			725
Add Separations:	91	32	30	42	29	27	38	19	30	29			367
Less External Vacancies Filled:	28	30	42	35	48	37	26	41	37	46			370
Less Deleted:	0	0	0	0	0	0	0	65	43	0			108
FY18 TOTAL:	899	901	889	896	877	867	879	792	742	725			3* Net New



FY17: Thru 09/30/2017 Separations (373) & External Hires (435) = 62 Net New

FY18: Thru 09/30/2018 Separations (367) & External Hires (370) = 3 Net New

*Budget Changes: 108 FY18 positions were deleted, which caused a decrease in the Net New number:

17 3 Net New, Less 108 Deleted = 3 Net New.

FY18 data is through 09/30/2018



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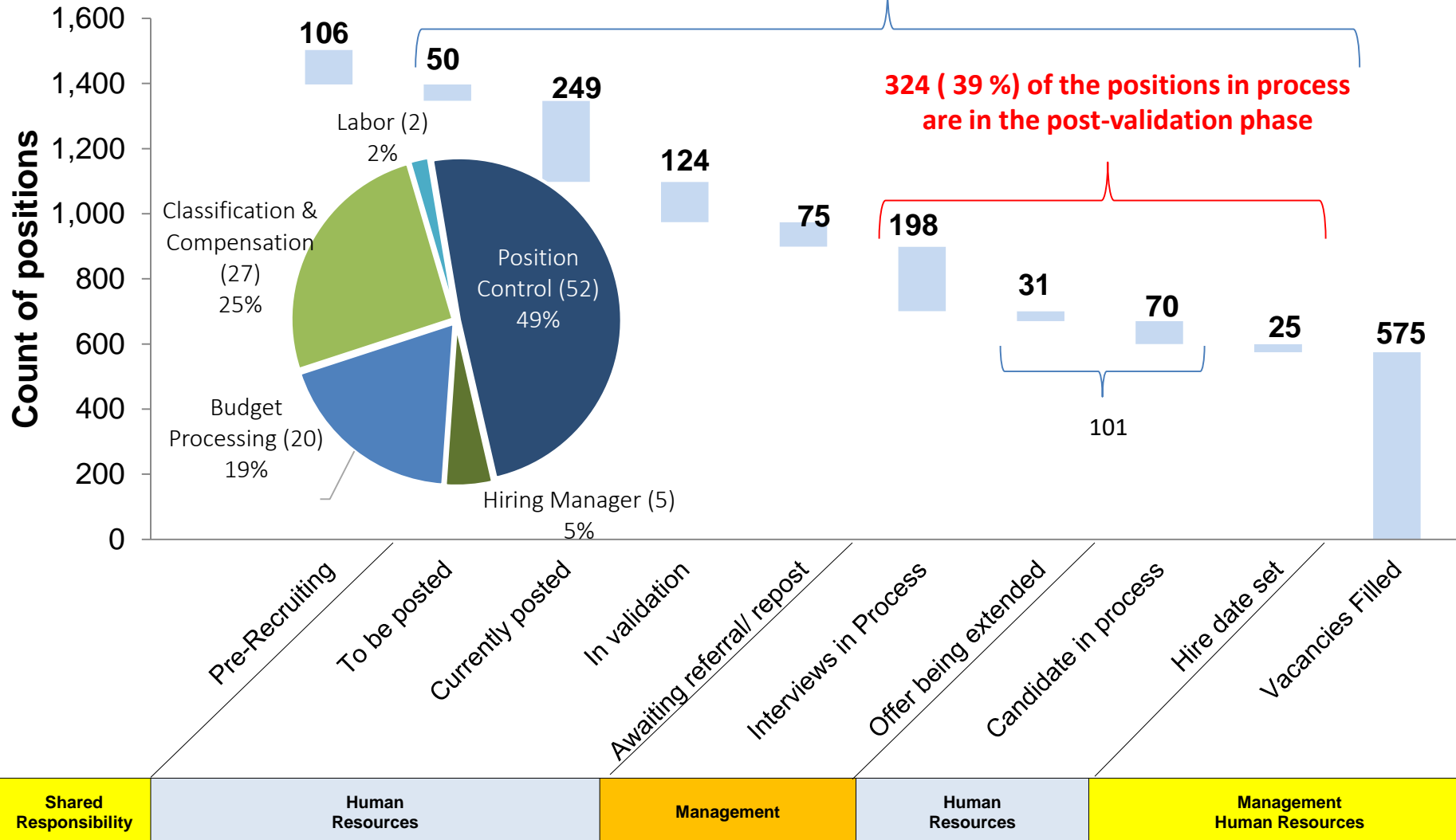
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CCHHS HR Activity Report – Hiring Snapshot

Clinical Positions – 584 / 71%
Non-Clinical Positions – 238 / 29%

Thru 09/30/ 2018

822 Positions in process

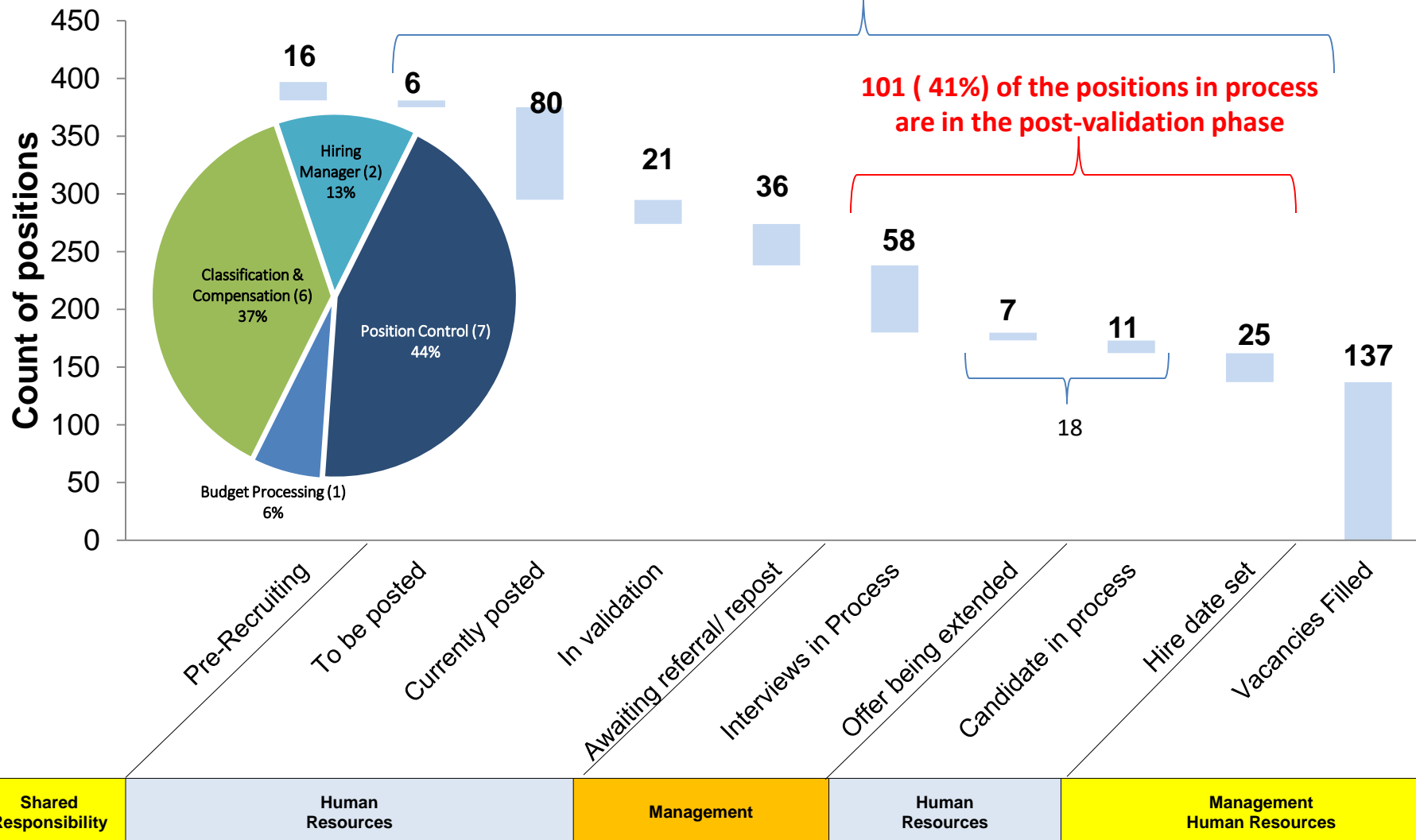


HR Activity Report – Licensed Nurses Hiring Snapshot

160/65% of 244 Positions in process are in-patient

Thru 09/30/ 2018

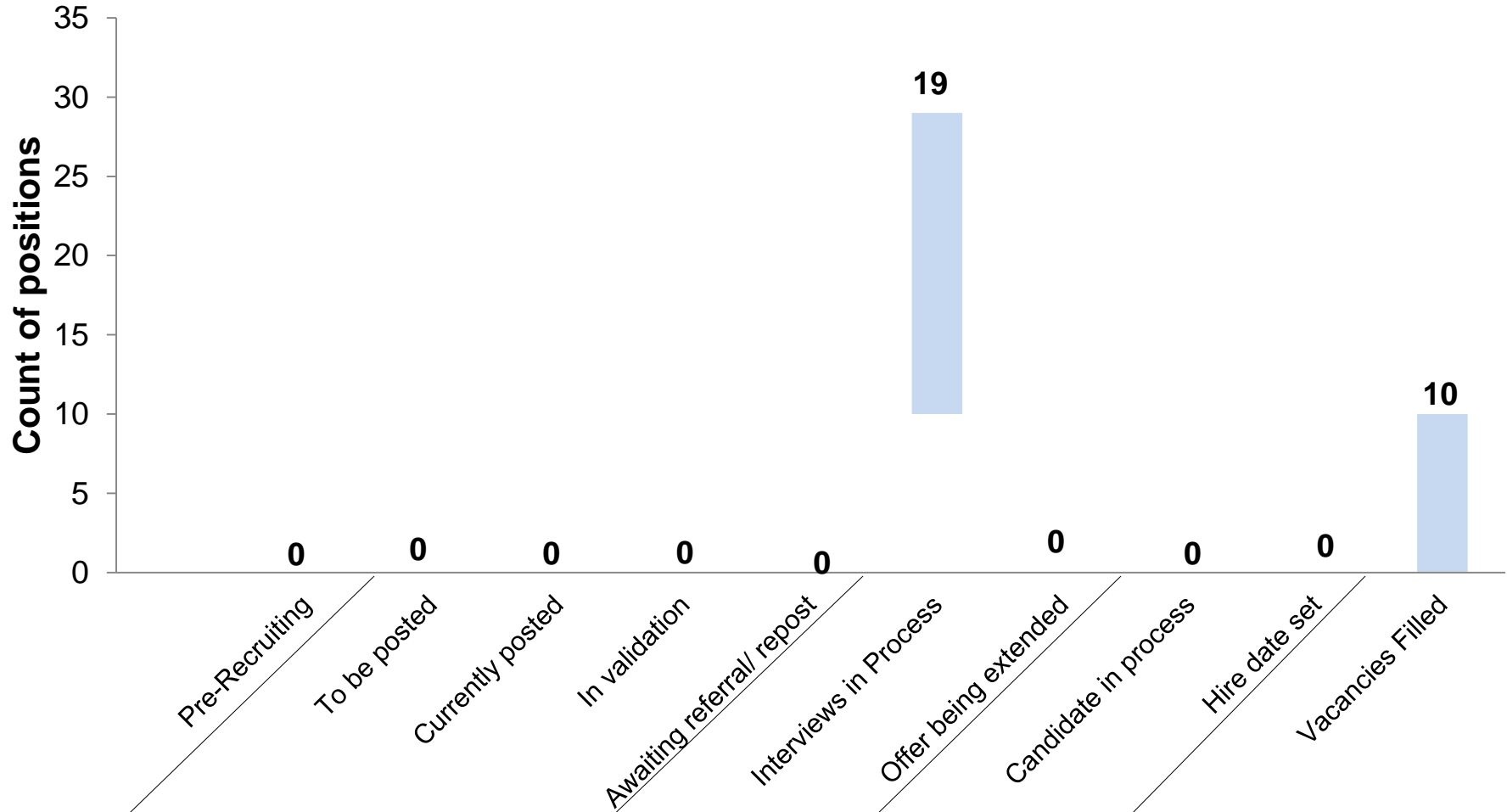
244 Nursing Positions in process



HR Activity Report – Revenue Cycle Hiring Snapshot

Thru 09/30/ 2018

19 Revenue Cycle Positions in process



Shared Responsibility	Human Resources	Management	Human Resources	Management Human Resources
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